

OC-M-76-074  
DD/S 77-0426

*Training 6* 1971

STATINTL

MEMORANDUM FOR: Assistant Deputy Director for Support  
SUBJECT : Mid-Career Course Presentations  
REFERENCE : Your Memo, same subject, to D/CO, dtd 3 Feb 71

Bob:

In the first place, I continue to believe that the Mid-Career Course is the most important single group with whom we communicate. In that regard I am pleased to hear that Hugh is planning to restrict the age level of the students so as to avoid the 50-odd year old "mid-careerist" of times past. Also, I understand that the Course will be retitled simply "Mid-Career Course" as opposed to the "Mid-Career and Executive Development Course." These changes will obviate most of the problems students have mentioned to me about the Course in the past.

At the risk of being purely gratuitous I would suggest that your "kick-off" be along the following lines:

- a. Basic organization, proportions of people/budgets and broad functions of the Support Directorate. Since none of the Office Heads would normally speak of the several important and centralized functions of the Office of the DD/S (e.g. the air business) I would suggest that you cover that sort of detail at the conclusion of this organizational/functional routine.
- b. I believe comparisons with other Federal organizations would be helpful. The similarities and dissimilarities (and the reasons therefor) between our Support operations and organization as compared with State and Defense would be worthwhile.
- c. It would seem appropriate to me if you covered the broad direction in which the Support Directorate is moving - along the lines of trends and highlights and emphasizing current reductions, the need to tackle the most important in favor of simply the important. All of this leads to the need to develop multiple Support talents in individual Support officers. This leads logically to.
- d. The Support Career Service - the how, why, where and whom.

As I stated, the foregoing may well be gratuitous and I know you will agree with me that it is always easier to tell someone else what he ought to do than to do it yourself! Good luck.



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Director of Communications

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**SECRET**  
**EYES ONLY**

23 FEB 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Midcareer Course Presentations

REFERENCE : Memo dtd 3 Feb 71 to D/L fm ADD/S,  
same subject

1. I have given consideration to your memorandum of 3 February wherein you state you would be appreciative of suggestions on material to be covered in the DD/S presentation to the Midcareer Course. I suspect you have correctly identified a problem because, in a sense, the Support Directorate is the sum total of its Offices. There are, however, exceptions to this, and I have tried to identify them so that there would be a uniqueness to the DD/S presentation.

2. I have three themes to offer you. I will state each and briefly develop it. The first theme would be "how does the DD/S (including the ADD/S) keep himself aware of both the total Support requirements of the Agency and responsiveness of his Directorate in meeting those requirements?" I believe there are at least four answers to this question and, indeed, there may be more. The DD/S is a regular participant at the 9:00 Daily Director's Meeting. Such attendance keeps him currently informed on Agency activities, problems, taskings, etc. Secondly, he sits with the "Deputies Group," which meets on a regular schedule with the Executive Director-Comptroller, to participate in the discussion and solution of Agency management problems. He relates to his own Directorate by holding an 11:30 Daily Staff Meeting, attended by members of his immediate Staff, and he conducts a weekly Staff Meeting with his Office Heads. I will grant you there is nothing overly sexy or glamorous about this particular theme, but it does show that the DD/S acts as a full Operating Deputy of the Agency along with his colleagues. It also shows how he relates to his Offices.

3. The second theme I would mention is that of "air proprietaries." I have often thought that this matter could be handled in a more entertaining and attractive fashion if some vugraphs were used. Aerial or ground views of the Air America

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EYES ONLY

SUBJECT: Midcareer Course Presentations

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4. The third theme I would identify is a mixture of the uniqueness of the DD/S career system plus the broad Agency background of senior DD/S officers. As you are most aware, there is non-uniformity of career organization in the four Directorates. The uniqueness of the Support Services is found in the general administrative service, i.e., a body of personnel not associated with a specific Operating Component but working across all Agency boundaries on both a domestic and international basis. On the second point I bring up, it would be designed to show the breadth of senior DD/S officers and I would submit the following names, relating their Agency experience, to prove the point:

a. Hugh Cunningham has been a Clandestine Service area division chief, a COS, and a former member of the Board of National Estimates.

b. Howard Osborn had working-level experience in two elements of DD/I, has been both a base chief, and a deputy chief of station, a Clandestine Service division chief, and a member of the IG Staff.

25X1 c. John Blake (modesty being overlooked) has served in all four Directorates, [redacted] an overseas station, and was a former member of the IG Staff.

25X1 d. John Coffey and [redacted] - I here would deviate from the breadth of Agency experience but point out that both these officers have served as Deputy

25X1 5. These are my initial offerings, and I trust they prove of value to you. I will continue to dwell on the matter and pass on any additional thoughts I may develop.

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[redacted]  
John F. Blake  
Director of Logistics

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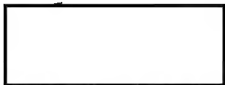
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10 FEB 1971

MEMORANDUM FOR: Assistant Deputy Director for Support  
SUBJECT : Midcareer Course Presentations  
REFERENCE : Your memorandum, dtd 3 February 1971,  
same subject

Bob:

I tend to think that one of the points of interest to the Midcareerists is the assurance that the Agency's career program does work. There are examples of this all over the place, including yourself and Jack Coffey. As a consequence, I believe that either or both of you are of interest in personal terms. Your experiences make for authentic observations, and would bring to life references to the historical development and current philosophy of the Support Directorate. I suggest, therefore, that you discuss the historical development and current philosophy of the Support Directorate; borrowing heavily from your own and shared experiences, and leaning heavily on the people end of things, including recent experiences as Director of Personnel. While the components may touch on such matters, there is no one better qualified to put it all together.

  
John R. Tietjen, M. D.  
Director of Medical Services

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GROUP 1  
EXCLUDED FROM AUTOMATIC  
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1 FEB 1971

MEMORANDUM FOR: Assistant Deputy Director for Support  
SUBJECT : Midcareer Course Presentation  
REFERENCE : Your memo to D/Pers dtd 3 Feb 71, same subj

Bob:

I find it easier to recommend what you should not try to cover than to suggest items you should discuss. Specifically, I question coverage of individual items that will later be discussed by Office Heads.

Although I can't identify them, I assume there are some activities peculiar to the office of the DD/S that could be included--Air Proprietaries being one that comes to mind. Interfaces with the other Deputies and again I'm not clear on how much of this there is--certainly you could explain the Deputies' Meeting.

You might be able to develop a Human Resources theme--(cradle to grave) which would highlight the interaction of the various Offices. We recruit, investigate, screen medically--placement followed by training and of course they must be paid. Applicant Review Panel and PEB are other examples of joint action. This could be developed through to retirement.

Another possible theme is--what makes support in this Agency different from other Government agencies:

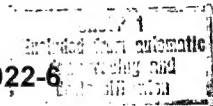
Logistics - we supply, but items must be sterile, etc.

Finance - foreign currency problems.

Commo - we communicate--but we must simulate others--also we are using (in many instances) same facilities for clandestine communications.

Medical - our screening, because of nature of activities, much more severe--our preventive programs more extensive than others--operational aspects of OMS.

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Personnel -



I'm not sure the above is too helpful and I will keep trying. I sincerely believe you are at your best in an unstructured presentation. I urge, therefore, that you plan on no more than 45 minutes and invite questions for the balance of your time.



Harry B. Fisher

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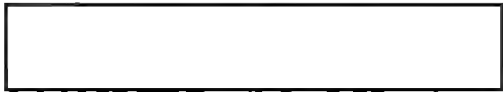
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23 FEB 1971

MEMORANDUM FOR: Assistant Deputy Director for Support  
SUBJECT : Midcareer Course Presentations

1. This memorandum is forwarded for information only.
2. With reference to the request contained in your memorandum, Subject as above, dated 3 February 1971, the following suggestions/comments are offered.
3. I agree that there is little purpose in your speech dealing with substantive matters specific to individual offices. This would only result in unnecessary duplication between your presentation and that of the representatives of the various DDS Offices.
4. I am attaching, for your consideration, a brief fact sheet covering the Office of Security, the contents of which are not significantly duplicated in my presentation at the Midcareer Course and which I believe would be of interest to the Midcareer group.

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Howard J. Osborn  
Director of Security

Attachment

Distribution:

✓ Orig - Return to OS

2 ADDS

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The present day Office of Security is an outgrowth of the old Inspection and Security Office which was created by CIG during July 1947 and continued for several years under CIA. The Inspection and Security Office was established as a staff element directly under the DCI to consolidate the diffused responsibilities then existing in CIG to provide security services. In addition, it was made responsible for the overall inspection and audit of Agency activities and moneys. During 1951 a Comptroller General was established in CIA and in 1953 an Inspector General was created. What remained of the Inspection and Security Office subsequently became identified as the Office of Security, reporting to the DCI, originally through the DD(A) now the DDS.

From the very beginning of the Agency until December 1950, except for a short period during 1949, the FBI conducted field investigations of CIA applicants. Since December 1950, such investigations, of course, have been conducted by the Security Office.

During its history, the Office of Security whose origin arose, in part, out of the statutory responsibility of the DCI to protect sources and methods has become a model for other federal agencies. It continues to produce a highly effective security program which is

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constantly updated to meet changing world and social conditions. It is a stable office. There have been only three Heads of Security since the inception of CIA; Colonel Sheffield Edwards, Mr. R. L. Bannerman, the recently retired DDS, and the incumbent, Mr. Howard J. Osborn. The Office is represented on more than 30 interagency committees and working groups including the Security Committee of USIB which is chaired by the Director of Security, the National Military Information Disclosure Policy Committee which handles release of classified military information to foreign governments and international organizations; the Advisory Committee on Security Equipment, [ ] the National Safety Council, the Audio Counter-measures Subcommittee, various USIB-COMIREX sub-committees and working groups, and many others.

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18 February 1971

MEMORANDUM FOR: Deputy Director of Training

SUBJECT : Ideas for Mr. Wattles' Talks to MEDC  
and Trends and Highlights

1. The following questions come from [ ] and Co. They are offered as a guide to the topics that Mr. Wattles might address himself to when appearing at Trends and Highlights.

- a. How do other elements of the Agency view the Support Directorate now as compared with, say, ten years ago?
- b. What does the rest of the Agency expect of the Support Directorate now, and what changes seem to be coming in the future?
- c. Within the general philosophy of "do more with fewer resources" what programs of the Support Directorate are in most need of improvement?
- d. What can members of the Support Directorate concentrate on in order to enhance their value to Office, Directorate, and Agency?
- e. Specifically, what improvements are needed in supervisory practices from the first level supervisor on up?
- f. How can Support Directorate personnel improve their contribution to the annual Program Call?

- g. The role of the Support Directorate overseas has changed through the years with respect to numbers of people involved, functional emphasis, and geographic focus. What is the present picture and where do we seem to be heading?
- h. What impact upon Support Directorate activities and personnel assignments can be anticipated as a result of increased emphasis on non-official cover?
- i. What are the major similarities and differences in the Support Directorate role vis-a-vis the various Directorates?

2. The following is a suggested outline for Mr. Wattles' presentation to the Midcareer Course. The MEDC Staff suggests 1/2 to 3/4 hours on the lecture with the balance of the hour allotted to a question period.

A. Brief history of "Support in the Agency

- 1) Major "events" in the evolution of the Directorate
- 2) Emphasis on the philosophy of service rather than control.  
Illustrate where possible.

B. Nature and Scope of Support Effort  
(Men - Money - Materials, etc.)

- 1) Overseas
  - a. Impact of BALPA and OPRED
  - b. "Routine activities in support of operations
  - c. Areas of major involvement (past and present:  
i. e., Central America, Africa, Far East, etc.)
- 2) United States
  - a. Headquarters - major emphases and knotty problems  
(include SIPS, real estate, coordination with other government agencies, etc.)

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- 3) Noteworthy successes and lessons learned from our more distressing failures (short case histories)

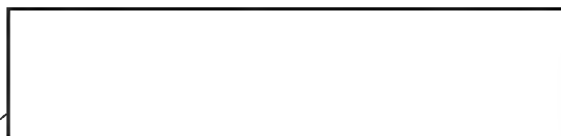
C. A Look at the Future

- 1) What seems to call for greater emphasis?
- 2) What seems to demand less emphasis than at present?
- 3) What should we be doing now to improve our capability to provide fast, flexible, effective responses to requirements of the future? (i. e., what's apt to be new and how can we get ready to cope with it?)

3. We couldn't arrange coordination with SIWA today because  
[redacted] is in the hospital and [redacted]  
Perhaps these two can be tapped next week for any hot ideas.

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Chief, Support School, OTR

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71-0662

25 FEB 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Midcareer Course Presentation

REFERENCE : Your memo of 3 Feb. 71, same subject  
(DD/S 71-0386)

Bob:

I believe there would be interest in some coverage of the following subjects from the DD/S perspective:

How the Support Directorate developed within the Agency and its current and projected role

General Support trends, expanding and contracting commitments

Relation to other Government agencies, boards, committees, etc.

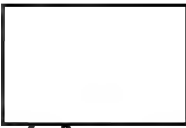
Inter-Agency committees sponsored by DD/S to develop unified administrative policies for Agency directorates

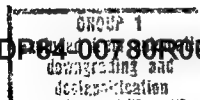
Air management responsibility

Role of Support Directorate staff

Development of Support careerist

I'm sure some or all of these have occurred to you and may be the subject of suggestions by other offices. I agree with you that you need not cover or address programs, organization or substantive matters of the specific offices since each office also makes a presentation. Some overlap is probably inevitable and not necessarily undesirable; however, duplication of coverage can weaken all presentations. If you like, will be glad to fill in any areas of interest you feel might be useful.

  
D. E. BUSH  
Director of Finance

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FILE

DD/S 71-0386

MEMORANDUM FOR: Director of Communications

SUBJECT : Midcareer Course Presentations

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[REDACTED]

I have just had my first experience with the Midcareer Course in my new role. As an introduction to the Support Services piece of the Course, I feel there is little purpose in this speech's dealing with program or organization or substantive matters specific to individual Offices. Something about the field and role of the Support Directorate in the Agency should be covered, but, beyond that, I would like to ask for any suggestions you might have as to what you feel would be appropriate for this talk to this audience. Each of us has now had some experience with these groups and has a feeling for the kind of material which is both useful and appealing. As you know, my experience until now has been in the Personnel field and I feel at some unease in dealing with the Directorate piece of the program. So, repeating, I would appreciate any suggestions you might have as to what should be covered in that first hour.

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[REDACTED]

Robert S. Wattles

ADD/S:RSW/ms (3 Feb 71)

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DD/S 71-0386

8 FEB 71

MEMORANDUM FOR: Director of Finance

SUBJECT : Midcareer Course Presentations

Les:

I have just had my first experience with the Midcareer Course in my new role. As an introduction to the Support Services piece of the Course, I feel there is little purpose in this speech's dealing with program or organization or substantive matters specific to individual Offices. Something about the field and role of the Support Directorate in the Agency should be covered, but, beyond that, I would like to ask for any suggestions you might have as to what you feel would be appropriate for this talk to this audience. Each of us has now had some experience with these groups and has a feeling for the kind of material which is both useful and appealing. As you know, my experience until now has been in the Personnel field and I feel at some unease in dealing with the Directorate piece of the program. So, repeating, I would appreciate any suggestions you might have as to what should be covered in that first hour.

  
Robert S. Wattles

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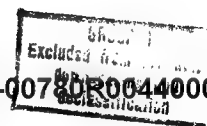
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DD/S 71-0386

8 FEB 71

MEMORANDUM FOR: Director of Logistics

SUBJECT : Midcareer Course Presentations

Jack:

I have just had my first experience with the Midcareer Course in my new role. As an introduction to the Support Services piece of the Course, I feel there is little purpose in this speech's dealing with program or organization or substantive matters specific to individual Offices. Something about the field and role of the Support Directorate in the Agency should be covered, but, beyond that, I would like to ask for any suggestions you might have as to what you feel would be appropriate for this talk to this audience. Each of us has now had some experience with these groups and has a feeling for the kind of material which is both useful and appealing. As you know, my experience until now has been in the Personnel field and I feel at some unease in dealing with the Directorate piece of the program. So, repeating, I would appreciate any suggestions you might have as to what should be covered in that first hour.

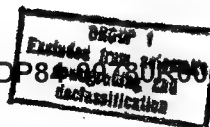
  
Robert S. Wattles

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DD/S 71-0386

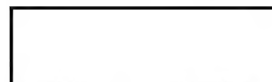
8 FEB 1971

MEMORANDUM FOR: Director of Medical Services

SUBJECT : Midcareer Course Presentations

John:

I have just had my first experience with the Midcareer Course in my new role. As an introduction to the Support Services piece of the Course, I feel there is little purpose in this speech's dealing with program or organization or substantive matters specific to individual Offices. Something about the field and role of the Support Directorate in the Agency should be covered, but, beyond that, I would like to ask for any suggestions you might have as to what you feel would be appropriate for this talk to this audience. Each of us has now had some experience with these groups and has a feeling for the kind of material which is both useful and appealing. As you know, my experience until now has been in the Personnel field and I feel at some unease in dealing with the Directorate piece of the program. So, repeating, I would appreciate any suggestions you might have as to what should be covered in that first hour.



Robert S. Wattles

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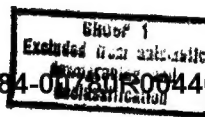
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DD/S 71-0386

8 FEB 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : Midcareer Course Presentations

Harry:

I have just had my first experience with the Midcareer Course in my new role. As an introduction to the Support Services piece of the Course, I feel there is little purpose in this speech's dealing with program or organization or substantive matters specific to individual Offices. Something about the field and role of the Support Directorate in the Agency should be covered, but, beyond that, I would like to ask for any suggestions you might have as to what you feel would be appropriate for this talk to this audience. Each of us has now had some experience with these groups and has a feeling for the kind of material which is both useful and appealing. As you know, my experience until now has been in the Personnel field and I feel at some unease in dealing with the Directorate piece of the program. So, repeating, I would appreciate any suggestions you might have as to what should be covered in that first hour.



Robert S. Wattles

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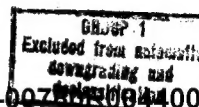
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DD/S 71-0386

8 FEB 1971

MEMORANDUM FOR: Director of Security

SUBJECT : Midcareer Course Presentations

Oz:

I have just had my first experience with the Midcareer Course in my new role. As an introduction to the Support Services piece of the Course, I feel there is little purpose in this speech's dealing with program or organization or substantive matters specific to individual Offices. Something about the field and role of the Support Directorate in the Agency should be covered, but, beyond that, I would like to ask for any suggestions you might have as to what you feel would be appropriate for this talk to this audience. Each of us has now had some experience with these groups and has a feeling for the kind of material which is both useful and appealing. As you know, my experience until now has been in the Personnel field and I feel at some unease in dealing with the Directorate piece of the program. So, repeating, I would appreciate any suggestions you might have as to what should be covered in that first hour.



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Robert S. Wattles

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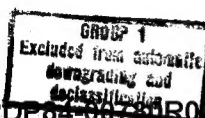
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DD/S 71-0386

MEMORANDUM FOR: Director of Training

SUBJECT : Midcareer Course Presentations

Hugh:

I have just had my first experience with the Midcareer Course in my new role. As an introduction to the Support Services piece of the Course, I feel there is little purpose in this speech's dealing with program or organization or substantive matters specific to individual Offices. Something about the field and role of the Support Directorate in the Agency should be covered, but, beyond that, I would like to ask for any suggestions you might have as to what you feel would be appropriate for this talk to this audience. Each of us has now had some experience with these groups and has a feeling for the kind of material which is both useful and appealing. As you know, my experience until now has been in the Personnel field and I feel at some unease in dealing with the Directorate piece of the program. So, repeating, I would appreciate any suggestions you might have as to what should be covered in that first hour.



Robert S. Wattles

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ADD/S:RSW/ms (3 Feb 71)

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